

Manager Training Guide - Interview

First Page: Welcome

This is one of the most important parts of the interview... the first impression. Let's make sure we are always putting our best foot forward. That starts with being prepared!

- Check Paradox 2 times daily for interviews on the calendar.
- Let guest-facing employees know that there are interviews scheduled and at what time.
- Empower your team to offer a drink with that warm welcome.
- Establish an interview area that all employees know to direct candidates to wait.
- Do not let your candidate wait!
- Have all materials for interviewing ready.

NOW, Let's get started.

- Take off any headsets and have your back towards the kitchen, no distractions.
- Warm welcome, introduce yourself and express how excited you are that they are there.
- Start off with a break the ice, simple question. Such as "What has you interested in working for this brand?"
- This is the time to set the tone for the conversation.

Second Page: Previous Experience

Now is the opportunity to dive a little deeper into their previous experience. We divided it up into 3 buckets: First Job, QSR Background, and Other Background.

First Job

- It is exciting to interview someone and potentially give them their first job! They will most likely be the most nervous of any candidate you interview. Work to draw out their personality through your questions.
- Since they will have no prior work experience focus on other relatable experiences they may have.
 - Ask about school clubs or educational successes. If they spent a lot of time on sports teams, they most likely are a good team player for example.
 - See if they have any hobbies outside of school. An example would be someone big on community service and giving back will probably also be good at delivering great customer service.

- Inquire about responsibilities or chores they have taken on or been assigned around their home in the event they aren't participating in sports/hobbies.
- Remember that we have the tools to train anyone – they just need to have the right attitude to be successful.

QSR Background

- Quick Service Restaurant or QSR experience is great to have when we are looking to hire someone to join our team.
- Find out what concepts they have worked for in the past as there is a wide range of concepts under that umbrella.
- Ask them to provide insight about their role and duties in previous work. Listen for clarity of communication, detail-orientation and confidence.
- Find out what position they liked the most – this is going to give you the best idea of where they are going to want to work which you need to consider if for example, you only need dining room people and they really enjoy the line.

Other Background

- This is a candidate that has worked before but never in the QSR industry, but they might have worked in full-service dining or some other guest-service role.
- See what industries they have worked in. Just because they haven't worked in food doesn't mean they haven't worked in fast paced environments or had to deliver exceptional customer service before.
- Ask them to provide insight about their role and duties in previous work. Listen for clarity of communication, detail-orientation and confidence.
- Find out what they liked, didn't like and the reason why they left the different places they have worked. Like the last bucket this will give you insight into where they might fit best on your team.

Third Page: Availability

This is the chance to assess your first impression, their background and get an idea of what they are available to work. You will also need to consider long term planning. Have a lot of students that are working more hours during the summer? When they go back to school where does that leave you?

- Find out what they are available for and discuss openly with them the opportunities you have on your schedule.
 - Review your locations needs. You should be constantly in conversation with the management team and knowledgeable about holes and gaps you have in the schedule.
 - Explain the hours of the location, don't just say early mornings or late nights. Be specific to what hours your location operates and what shifts look like.
 - If they are a really good candidate, you should do your best to find a way to hire them, we can always "upgrade" low performing employees.
 - If there were any red flags during the conversation thus far or you do not have any shifts that fit their availability this is an opportunity to end the interview. Example: Do we really want to hire someone who has a new job every other month? Chances are they won't stay too long with you either.
 - If things are going well so far, move on to the next part of the interview. You can have them write down their availability on a piece of paper if you'd like but you shouldn't be taking notes.
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Fourth Page: About Us!

Now that we have established that this candidate might be a good fit for us and we are looking like a good fit for them lets introduce them briefly to Hamra. Most candidates will not understand what a franchise group is, they just look at the brands as all connected.

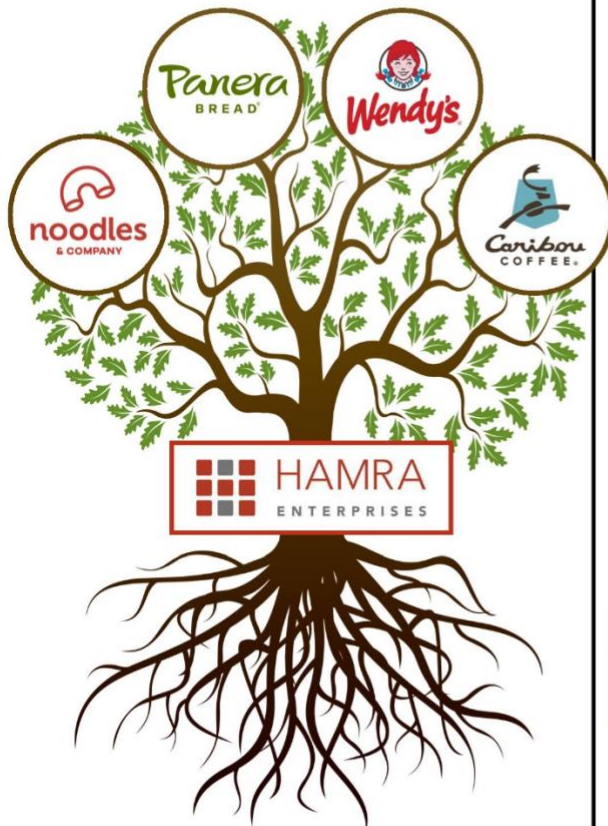
- Explain that we are franchise group. That even if they wanted into another store of the same brand they might not be one we operate. This gives us the freedom to support our people differently and create our own culture inside our 4 walls.
- Inform them of the history of the organization. Knowing that we have been around since 1975 is assuring that we are well established.
- Let them know the 4 brands we operate.
- We have a national foot print by operating 190+ locations in 10 states.
- We are growing! Talk about the recently announced growth and speak to how that provides more opportunities for our people to work.

Charter: Share the charter how you authentically would.

- Family owned and operated.
- It is our mission statement, who we are and who we want to be.
- Focus to the core values and share your favorite.

- Don't read the entire charter
- Read through every core value.
- Example: Self-Expression...

Ask them: What do you see in the charter?



HAMRA ENTERPRISES CHARTER

Hamra Enterprises is a dynamic organization owned and founded in 1975 by the Hamra family. Our purpose is to provide the highest quality products and services within the hospitality industry. We create exceptional experiences for people and communities throughout the world.

United, we are world-class leaders diverse in talent and collaborative in voice. We stand for each other being empowered and engaged in moving our business forward. We stand for people living a life they love.

We are committed to development and growth through training, coaching and learning from one another.

We can be counted on to be authentic in our speaking and generous in our listening. We are accountable for generating profit as a catalyst for growth and endless possibilities.

Our Core Values are:

FUN: We love what we do

INTEGRITY: We honor our word

FAMILY: We cherish and nurture relationships

SELF EXPRESSION: We embrace our humanity

DISCOVERY: We have the courage to create the future

WE ARE HAMRA

Fifth Page: The Interview

This is the meat of the conversation. This is where you will want to get to know their strengths, weaknesses, likes, dislikes, and more about their work ethic. You will want this to be a genuine and authentic conversation. Review the questions below and their intended outcome which relates back to our core values and DEIB incitatives.

- Review the questions prior to the interview.

- Find at least 4 of the questions that speak to you and your location.
 - Rephrase as needed so the questions sound like you
 - Do not be a robot.
- Stay consistent moving forward, always ask the same questions.
- Candidates like to talk, they will go off the rails, bring them back on.
- **NO NOTES!**
 - Add more why to talking points
- **DO NOT TALK ABOUT:**
 - Age
 - Citizenship
 - Race
 - National Origin/Ancestry
 - Religion
 - Gender
 - Sexual Orientation/Preference
 - Marriage
 - Pregnancy/Parental Status
 - Disabilities/Medical Conditions
 - Military Status/Veteran's Status
 - Address/Residency



Sixth Page: Commitment to You

At this point in the interview this is the time to review what WE have to offer the candidate. The conversation is less about them and more about us.

HERO FUND: Described in your own way.

- Created in 2011 and stands for Hamra Employees Reaching Out
- Funded by contributions from our people and matched by the Hamra Family.
- Grants are provided for unexpected situations such as Emergency Travel, Funeral Expenses, Medical Out of Work, Loss or Purchase of medically necessary equipment, Total Loss of Home Transitional Housing, Natural Disaster and Relocation Assistance.
- Share examples of any personal connections you have to the program.

Daily Pay

- 3rd party vendor we partner with.
- Allows you to gain access to a portion of your paycheck early.
- Small fees are included for each advance you take.
- When emergencies come up, you can handle them.

EAP (Employee Assistance Program)

- Access to all resources EAP provides for you or anyone in your household. 24/7, 365 days a year.
- Six (6) free counseling sessions per issue.
- One (1) free legal consultation per issue.

HAMRA'S COMMITMENT TO YOU



The HERO Fund
HAMRA EMPLOYEES REACHING OUT

The HERO Fund was created to provide financial assistance to employees, & their families, when faced with an emergency.

Eligible for Emergency Grant Assistance:

- Emergency Travel
- Funeral Expenses
- Natural Disaster
- Medical Out of Work
- Total Loss of Home
- Relocation Assistance
- Purchase of Medically Necessary Equipment
- Transitional Housing (In cases of abuse)

Other Grant Assistance:

- Tuition Reimbursement
- Financial Wellness Program
- First-time Homebuying Education & Down Payment Assistance

For more information visit:
<http://hamraheroes.org>



For more information regarding these programs, visit the Hamra Mobile Site



Text **HAMRA** to (417) 374-2688 

dailypay.

Work **today**, get paid **tomorrow!**

- Track your income the day after every shift worked
- Transfer your earnings instantly or next day
- Automatically save a portion of your paycheck

Text **START** to 66867 

Download the mobile app!



Employee Assistance Program (EAP)

Access to all resources EAP provides for **you** or **anyone in your household** 24/7, 365 days of the year

- 6 free counseling sessions per issue
- 1 free legal consultation per issue



(800) 316-2796
www.mutualofomaha.com/eap

Seventh Page: Choose your Path

After reviewing our commitment to the candidate, we can now get an idea of what they are looking for in future. We can discuss the 3 career paths we can offer.

Food Service & Management Career

- Share your personal experience. How did you get into the industry? What has had you stay?
- What do you enjoy about the industry?

A Great Job

- Share how you create a great culture. What have you done recently to celebrate you people? What makes your location unique?
- Explain the skills and experience that you provide. Team building, communication, conflict resolution, cash and time management.

Education

- Discuss flexible schedule for classes. How do you schedule your high school and college students?
- HERO Fund Tuition Reimbursement. Briefly review that we do offer tuition reimbursement through the HERO fund.



Eighth Page: Job Description


Do not skip! Have the candidate read the page facing them. Including all the boring legal stuff! Give them an appropriate amount of time to read it completely.

- After reading, ask “can you perform all the duties listed?”
 - If they say yes, great! Move on to next page.
 - If they say no. “Thank you for letting me know, I will need to speak with HR and get back to you”
 - If they say they need an accommodation for something on the document, let them know that you’ll need to reach out to your HR team to discuss the accommodation and will get back with them. You would end the interview at that point and call your HR representative.
 - Never tell an applicant that they can’t work for us given the disability or accommodation they are requesting. Only the HR department can give you guidance on accommodations.
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Ninth Page: Interview Wrap Up

This is the home stretch! Now is the opportunity for you to ask them if they have any questions for you. Anything you reviewed with them but could dive deeper into? Anything you didn’t cover they would like you to cover?

- Review the questions on the page and if any of the answers are no you will want to consider if you are going to move forward with them.
- If no offer this is when you will need to end the interview. **DO NOT FLIP TO NEXT PAGE.**
 - Update Paradox to the appropriate rejection status.
 - They will receive the auto rejection message 24 hours after you have updated their status.
- If offer, flip to the next page!

<p>Free Meals 100% off on days you work and 15% off on days you don't.</p>	<p>DailyPay Make any day payday.</p>	<p>Tuition Reimbursement Eligible employees can receive up to \$5000 lifetime for qualified educational expenses.</p>
<p>Referral Bonus Earn up to \$1500 when you refer someone to work at a Hamra restaurant.</p>	<p>Paid Vacation Time Earn paid time off through our accrual program.</p>	<p>Employee Assistance Program Access to free resources for you or anyone in your household 24/7.</p>
<p>Benefits Package Medical, dental, and vision.</p>	<p>Emergency Grant Assistance Available upon approval in cases of unexpected and catastrophic life events resulting in financial hardship.</p>	<p>401k With company match.</p>
<p>Financial Wellness Program And debt-relief assistance if eligible.</p>	 <p>Benefits may vary based on eligibility.</p>	<p>First-time Homebuying Program And down payment assistance if eligible.</p>

Tenth Page: You are Hired!

After the verbal offer has been extended and accepted... You've now made a hire! This is the time to get all the details sorted out.

- Coordinate the orientation date and time with the candidate.
- Send the candidate their offer letter in Paradox.
 - You will need their orientation date, time, and starting rate of pay.
 - Confirm they received the onboarding documents.
 - If your location doesn't have a laptop or tablet for FOH use you can offer the candidate their first employee meal and go out back to the office, for example.

- Remind them that the mobile site is very informative. The QR code facing them has that link again for them, encourage them to bookmark it.
- Review expectations and what is needed for orientation.

